

Strategic Plan 2019 - 2023 (updated August 2021)

Developed in line with our values and our commitment to respect, protect and promote human rights in our decision-making and actions

Working *wonders*
for sick kids



Our vision	For every sick child to have the best possible health care, with access to world-class research and clinical treatment in a healing environment				
Our purpose	We help save children's lives and work wonders for sick kids and their families				
Objectives	Patient and Family Support Invest and partner across the continuum of care to improve the health and wellbeing of patients and their families.	Research Invest in high quality research and researchers where research is critical to improving children's health and wellbeing.	Clinical Excellence and Equipment Support the delivery of world-class clinical care.	Fundraising, Engagement and Partnerships Inspiring and partnering with Children's Health Queensland, the community, corporations, government and other partners.	Operations By investing in our people and the tools they need for innovation and growth.
Key strategies	<ul style="list-style-type: none"> Further develop and embed Outcomes Measurement Framework for impact Build supports across the continuum of care, from prevention to care closer to/in home Achieve a volunteer satisfaction rating of greater than 4/5 average across all services 	<ul style="list-style-type: none"> Develop and implement systems to effectively capture impact for all Children's Hospital Foundation grants Undertake a strategic review of research centres in which the Foundation has invested to inform next stage of Foundation investment 	<ul style="list-style-type: none"> Implement large-scale collaborations Implement grants framework for all new and existing grants across clinical excellence and patient and family support Embed strategic equipment grant rounds 	<ul style="list-style-type: none"> Deepen key partnerships ie with Children's Health Queensland and top 10 partners Acquisition across corporates, major gifts, lotteries and regular giving to drive sustainable growth Integrate campaigns Develop brand and value proposition 	<ul style="list-style-type: none"> Implement digital strategy, including improvement in customer relationship management and platform integration projects Implement process improvements and build culture of continuous improvement Build capability of team, including embedding innovation through deepening innovation training and usage of toolkits, and benchmarking understanding and application of innovation across the organisation
Performance indicators	<ol style="list-style-type: none"> Develop Outcomes Measurement Framework and deliver first phase of implementation plan Deliver 110,000 patient facing interactions Partner with Children's Health Queensland, agree and deliver on key projects that deepen our impact and improve the patient experience across the continuum of care 	<ol style="list-style-type: none"> Deliver a Grants Paid budget of \$17 million 	<ol style="list-style-type: none"> Deliver a Grants Paid budget of \$17 million 	<ol style="list-style-type: none"> Deliver fundraising revenue of \$19.97 million Deliver partnership income of \$9.127 million Deliver income from major gifts, trust and foundation and corporate acquisition of \$5.95 million Identify shared priorities, formalise structures of working and agree joint programs of work and resourcing with Children's Health Queensland 	<ol style="list-style-type: none"> Maintain organisation's engagement score at 80%
Contribution to Queensland Government's objectives for the community - Unite and Recover	Backing our frontline services Safeguarding our health	Backing our frontline services Safeguarding our health	Investing in skills	Backing our frontline services Safeguarding our health	Safeguarding our health

Our values



Accountability

We aim to deliver high impact results, are accountable for our actions and resources and communicate this openly and honestly



Recognition & Respect

We are respectful in all our interactions and committed to recognising others and valuing their contributions



Care

We care for everyone we impact - the children always come first



Working together

We selflessly support and trust each other and our teams, share our ideas and goals, work hard, have fun and celebrate our achievements



Excellence & Innovation

We strive for excellence, encourage innovation and develop our skills to achieve our best

Strategic risks	<ul style="list-style-type: none"> The Children's Hospital Foundation is unable to deliver on its purpose due to reduced access to the Queensland Children's Hospital because of COVID-19 The Children's Hospital Foundation is unable to meet its annual income targets to support its mission due to the economic impacts of COVID-19 Partnership between Children's Health Queensland and the Foundation is not effective due to lack of alignment between the organisations <p>The Children's Hospital Foundation maintains a risk register, which sets out the likely causes and controls for each strategic risk and is monitored by management and the Board.</p>	<ul style="list-style-type: none"> Failure to ensure the safety of children, families, staff, volunteers and the public in the course of conducting their duties or interacting with the Foundation due to, for example, inappropriate behaviour of staff or volunteers Dishonest activity resulting in financial loss to the Foundation or theft or loss of credit card data, banking details or personal information held by the Foundation Failure to comply with key legislation, government policy, contracts and industry standards in a timely manner 	Strategic opportunities	<ul style="list-style-type: none"> Accelerate the shift to strategic partnering with Children's Health Queensland, recognising ours as the most significant partnership Develop and refine our outcomes, program of work, brand and value proposition to donors Increase our capacity and capability to innovate, scale and manage impactful partnerships and collaborations across all our objectives 	<ul style="list-style-type: none"> Develop, implement and refine clear and repeatable frameworks across our granting and service delivery to create focus and efficiencies Embed a culture of continuous improvement to streamline and automate processes and create efficiencies for scale and impact
------------------------	---	---	--------------------------------	---	--